

People Strategy

2023-28



Purpose

1. In June 2023 the Auditor General, the Accounts Commission and Audit Scotland published [Public audit in Scotland](#). This is the shared statement of purpose between the Auditor General, the Accounts Commission and Audit Scotland. It sets out our vision and mission, and the outcomes we intend to achieve for Scotland's people.
2. In June 2023 we also published our new [Corporate Plan](#) for the period 2023-28. It sets out how we will achieve the vision, mission and objectives set out in [Public audit in Scotland](#). We will do this by making sure public audit is fit for the future. Through developing our people, leading the use of data and digital audit, and innovating in our approaches and products, we can ensure audit has a positive impact and is accessible, relevant and efficient.
3. To deliver our shared vision, Audit Scotland must attract, retain, develop, and deploy our talented and professional people to deliver and support high-quality audit services.

**Our vision for our people is to have:
A high impact workforce through Audit
Scotland being an excellent place to
work. A place where everyone feels able
to thrive, and is supported, valued, and
recognised for their contributions.**

4. Our people are our most valuable asset and central to the delivery of our strategic priorities set out in the [Corporate Plan](#).

Developing our people and our business

- Base our decisions about delivery and resourcing on our agreed priorities.
- Ensure we have the capacity, skills and flexibility to respond to our environment and deliver our planned audit work.
- Develop our people and their careers through consistent and transparent opportunities.

Our people strategy

Pillars of our people strategy

5. There are five core pillars to our people strategy which will help us deliver our vision:



Workforce planning



Learning and development



Performance management



Health, safety and wellbeing



Diversity, equality and inclusion



6. Our policies and procedures, organisational culture, communications and engagement and our values provide the foundations for these pillars and the overall delivery of the people strategy.



Workforce planning

7. Our key objectives are to:

- be innovative and creative in how we attract, retain, develop, deploy and support our colleagues
- foster a resilient, flexible and agile workforce to manage the changing environment to meet our stakeholder needs. We will review our resourcing system to ensure we maximise efficiency and productivity
- take a strategic approach to identifying our target operating model, our workforce needs and organisational structure for the short, medium and longer term
- harness our wide skills base to maximise impact, recognising and utilising wider skills and experiences our people bring to the organisation
- ensure that succession planning is a key feature of our workforce planning arrangements for the future
- widen our career entry points to Audit Scotland, with a variety of apprenticeship options included in future workforce planning
- refine our ways of working and our approach to hybrid working as an organisation.



Learning and development

8. Our key objectives are to:

- ensure we have the capacity, skills and flexibility to respond to our environment and deliver our planned audit work. A training programme will be in place for all grades of staff
- have a workforce that is recognised for their skills and profession. We will maintain and promote professional standards. We will set, promote and monitor mandatory and development training
- develop our people and their careers through consistent and transparent opportunities. We will review in partnership with our PCS union, the existing Career Development Gateway model
- develop a workforce with strong management and leadership capacity. All managers will receive management training. A future leadership programme will be developed
- put our one organisation and organisational values of equality, independence, innovation, integrity and respect at the heart of everything we do.



Performance management

9. Our key objectives are to:

- take a continuous approach to performance management, in which colleagues embrace continuous learning and feedback
- review our performance management approach and process (3D) including clearly defining roles, responsibilities and objectives rooted in our corporate objectives and values
- create impact, through development of a supportive environment, embracing flexibility for all, with a recognition that wellbeing and delivery are not exclusive
- be data led, to make evidence-based decisions
- recognise and reward good performance.



Health, safety and wellbeing

10. Our key objectives here are to:

- demonstrate our care for our colleagues' health and wellbeing, with a recognition that wellbeing and delivery are not mutually exclusive
- ensure staff have the right tools to look after their own health and wellbeing
- support our people managers in leading teams safely while working in a hybrid environment. We will agree our hybrid working policy in partnership
- meet our legal obligations and address issues as they arise in relation to the wellbeing and safety of our people. Promote safe and effective working practices
- strengthen and develop our culture to address the wellbeing issues identified through our recent staff engagement and stress surveys
- advance our commitment to consider a shorter working week in line with pay and reward agreements.



Diversity, equality and inclusion

11. Our key objectives here are to:

- lead by example in the public sector through our approach to tackling inequalities as an employer
- meet and exceed our obligations under the public sector equality duty
- widen access to careers in public audit by integrating a variety of apprenticeship models and options into our future workforce planning arrangements
- widen access for under-represented groups (those with disabilities and some socio-economic backgrounds)
- support and empower our staff forums.



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